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CONFIDENTIAL

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

ADMINISTRATION

25 MAR 1968

The Director
Central Intelligence Agency
Washington, D.C. 20505

25X1 Attention: [redacted]

25X1 Dear [redacted]:

The Executive Agent, NCS, has completed his review of the third Long Range Plan for the National Communications System (NCS) FY 1969-1973 and has forwarded it to the President for his approval.

This third NCS Long Range Plan reflects the continuing evolution of the NCS from the status of a bold concept in telecommunications management to an effective and useful Federal organization. I am sure you agree its impact is being felt in increased communications capability, and, in particular, in emergency actions such as we experienced in Alaska and the Northeast Power Blackout. More noteworthy, however, is the mutual support and joint planning which is occurring within all the participating agencies.

This third Long Range Plan was noteworthy in many respects. It certainly highlights the significant efforts made in the integration of plans, requirements and research and development efforts of agencies having major telecommunications assets. It also demonstrates very clearly what can be accomplished when all the agencies concerned work together for the overall national need.

Of critical significance, is that this planning process forms the basis for further expansion and improvements in the original NCS concept. It lays the groundwork for increased effectiveness, to insure survivability and flexibility of the system and to work more closely to strengthen approaches to unified planning.

OSD REVIEW COMPLETED

EXCLUDED FROM AUTOMATIC REGRADING; DOD DIR 5200.10 DOES NOT APPLY

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To insure that continued improvement is made, the Executive Agent, in agreement with the Special Assistant to the President for Telecommunications and the Bureau of the Budget, has developed five specific near-term objectives for the next Long Range Plan which are to be considered as continuing targets.

First, in the area of costs, this third Plan takes significant initial steps in obtaining a data base for costs from all agencies. However, there are significant differences in the methods used by various agencies in arriving at the costs applicable to the NCS. The Executive Agent feels that a significant contribution can be made if the Manager, NCS, with your assistance and participation, develops procedures for the refinement and expansion of the cost data base to insure that all involved agencies have the necessary guidelines for following the same standards and practices in development of the base. Cost data need to be prepared and presented in such a way, and under such standards, that they can be utilized to facilitate cost-effectiveness analyses throughout the NCS structure.

Second, and closely related to the first, is the data base for budgets submitted by the various agencies. Here again we and the BoB and the SAPT are experiencing difficulty in the comparison of NCS submissions with the program cost data submitted to the BoB in response to the Planning-Programming-Budgeting System (PPBS) requirements.

The Executive Agent has tasked the Manager, NCS, to undertake initial steps to insure that methods and procedures are used so that the planning-programming-budgeting processes are applied by agencies in a manner that insures that the NCS plans and agency plans and programs are on a consistent basis. Needless to say this objective cannot be accomplished without your assistance and participation.

The third area relates to the data base for research and development programs. To insure that R&D innovations, which are occurring in communications both outside and inside the Federal Government, are being evaluated for their possible application to the NCS, the Executive Agent is directing the Manager, NCS, to establish a mechanism for maintaining a knowledge of the most significant trends in research and development in telecommunications so that the new technology is suitably considered in the planning stages. Your efforts in this area in the development of the R&D section of the third Long Range Plan

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have been significant, and it is my hope that this effort will meet with your continued assistance.

The fourth area of concern is the continuing expanding requirements for telecommunications in the National Communications System. After four years of operation, the Executive Agent believes it is prudent and feasible at this time for the NCS Major and Minor Operating Agencies in conjunction with the Manager's Staff to develop procedures by which agency requirements for service (both qualitative and quantitative) and proposed actions to satisfy them may be more adequately related in order that they may be given meaningful consideration in the budgetary process.

Fifth, the Manager, NCS, has also been asked to identify and recommend, if necessary, the realignment of system engineering and planning capabilities necessary to accomplish the above four tasks.

Needless to say your participation in this critical task is essential to achieve this objective.

Your participation is anticipated and any comments you may have on our approach are earnestly solicited.

Sincerely,

Solis Horwitz

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